LABOUR MARKET INFORMATION STRATEGIC INITIATIVES PROGRAM

Formative Evaluation

Evaluation and Data Development
Strategic Policy
Human Resources Development Canada
and
Saskatchewan Post-Secondary Education and Skills Training

April 1998

SP-AH077E-04-98
aussi disponible en français

101-02476/

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ACRONYMS AND ABBREVIATIONS

CD - Compact Disc
COPS - Canadian Occupational Projection System
CS - Career Services
DTI - Dumont Technical Institute
EDIOM - Economic Development Input Output Model
E-Mail - Electronic Mail
EWG - Evaluation Working Group
FNCTS - First Nation Client Tracking System
FSIN - Federation of Saskatchewan Indian Nations
GDI - Gabriel Dumont Institute
GIS - Geographic Information System
HRCC - Human Resources Career Centres
HRDC - Human Resources Development Canada
IT - Information Technology
LAN - Local Area Network
LFDA - Labour Force Development Agreement
LMI - Labour Market Information
MES - Métis Employment Strategy
METSI - Métis Employment and Training of Saskatchewan Inc.
MNS - Métis Nation of Saskatchewan
NLMIS - National Labour Market Information System
NCC - New Careers Corporation
PREMOS - Provincial Economic Model of Saskatchewan
PSEST - Post-Secondary Education and Skills Training
RC - Regional Colleges
SIAST - Saskatchewan Institute of Applied Science and Technology
SI - Strategic Initiatives
SIIT - Saskatchewan Indian Institute of Technologies
SITAG - Saskatchewan Indian Training and Assessment Group
SLFDB - Saskatchewan Labour Force Development Board
U of R - University of Regina
U of S - University of Saskatchewan
WAN - Wide Area Network
W/S - Work/Study

EXECUTIVE SUMMARY

BACKGROUND

The Canada and Saskatchewan Labour Force Development Agreement was signed in November, 1994, as part of an effort to revitalise Canada's social security system by eliminating barriers to labour force participation. In January, 1996, a Contribution Agreement was signed outlining co-operative arrangements for the design, funding, implementation, and evaluation of three pilot initiatives within the guidelines of the Strategic Initiatives program. Labour Market Information was identified as one of the three priority areas to pilot innovative projects, along with Career Services and Work/Study initiatives.

The Labour Market Information Initiative was designed to evaluate a province-wide integrated approach for the development and pilot testing of new multi-media LMI products. Labour market information products are being developed to meet the needs of planners, job seekers, employers, career counsellors, and other users. The ultimate goal of the LMI Initiative was to develop a comprehensive automated network to gather, analyse and use labour market information to better meet the needs of Saskatchewan people. To achieve this goal, three broad categories were identified for LMI pilot projects.

1. Development of LMI Data and Network: Develop a co-ordinated approach to data collection, database development, and access to databases.

2. LMI Product Development: Develop and pilot test LMI products that meet user needs.

3. Dissemination of LMI Products: Develop and pilot test a variety of access methods for database sharing and dissemination of LMI products.

As of July 31, 1997, 19 projects had been approved under the Labour Market Information Initiative, with total contracted values of $1,530,500 out of a budget of $2,200,000. Appendix One provides a description of the projects, their contracted value, current status, and any timing issues.

EVALUATION

Evaluation was identified as an important component of the Contribution Agreement because the initiatives were testing new and innovative approaches to increasing labour force participation including use of partnerships, community and industry involvement, multi-media, and other approaches to reduce barriers. In October,

1996, Calibre Consultants Inc. was contracted to conduct the evaluation under the direction of the Federal and Provincial co-chairs of the Evaluation Working Group.

The evaluation will be completed in two phases: the formative evaluation which assesses the development phase and process, and the summative evaluation which assesses the impacts of the program after product development and implementation. The formative evaluation was conducted between November, 1996 and July, 1997. Methodologies utilised included a document review; 35 in-depth interviews with key informants and stakeholders; six focus groups with job seekers, employers, career counsellors, career service representatives, planners and policy makers; and two workshops with stakeholders. The stakeholder workshops were held to review research findings and to develop common understandings regarding issues that had been identified.

FINDINGS

The Labour Market Information formative evaluation identified the following findings.

1. Labour Market Information products are being developed to meet the needs of planners, policy makers, job seekers, employers, career counsellors, and other users. The LMI Working Group identified gaps in labour market information and proposed projects to fill those gaps. The summative evaluation phase will further assess whether the process was effective in prioritising LMI needs.

2. The LMI projects have been designed with consideration of target group needs. Target group needs have been incorporated into the Labour Market Information initiative through involvement of representatives on the Working Groups, and through specific target group projects identified to fill LMI gaps. Comprehensive labour market information that tracks employment of target groups is expected to assist policy makers in directing funding to training programs that will best meet the needs of target groups and will assist planners and policy makers in making better decisions.

3. The LMI projects are piloting various innovations in partnerships, information collection, product development, and information distribution that are new to Saskatchewan. A number of new information technologies are being adopted including the development of new networks and multiple application databases to improve information distribution and accessibility. The Program is making up-to-date technologies available to the partners to facilitate the sharing of labour market information.

4. The LMI projects are expected to provide better service to clients through more comprehensive, up-to-date, accurate, and accessible information. As a result, planners and clients are expected to make more informed decisions.

5. This program was a new and innovative approach in co-ordinating and delivering labour market information and services, which not only included a large number of partners but a variety of methods in collecting and using the information. Timelines for the LMI initiative did not take into account the time required for partnership development and the time to develop appropriate policies and procedures for a complex new program.

6. In order to increase timeliness and effectiveness, it was suggested that when implementing new programs of this nature in the future, a planning or pre-operational phase to establish partnerships and for the development and implementation of new processes, policies, procedures and systems of administration should be incorporated, as well as an appropriate level of resources (human and financial) allocated to such programs.

7. The roles and responsibilities of LMI staff and other stakeholders have evolved over the course of the LMI initiative to meet identified requirements. Contracting work to individuals and companies with specialised knowledge and experience has been a cost-effective method of acquiring expertise required to complete projects.

8. Newsletters have been an effective form of communication to keep stakeholders updated on LMI project and product progress. Continued communication among the partners will contribute to further sharing of information and less duplication in collecting LMI or developing similar products.

9. Measures and procedures are in place to monitor the LMI initiative's activities, progress of the LMI projects, financial expenditures, and impacts. Delays in making the Database/Tracking System operational for developing activity reports have reduced its ability to contribute to timely decision-making.

10. The partnerships among LMI developers and users are more inclusive and collaborative than they have been in the past. Linkages among both orders of government, employers, community-based organisations, target groups, education and training institutions, and other stakeholders will provide a foundation on which future innovations and product development can take place. The partnerships have resulted in many benefits, particularly the formal and informal communication and sharing of information among partners, reduced duplication in collecting information, and leveraging of resources to develop more comprehensive labour market information.

11. Time is required to develop trusting and effective working relationships. Partnership challenges have been overcome through effective communication involving consultation, feedback of information and follow-up. The time required for partnership development must be taken into account when planning program timelines. Partnerships require time and effort to develop appropriate understandings of partner organisations' communication and working styles. Projects involving different partners also require additional time to develop consensus.

12. Federal and provincial government staff have worked together as equal partners in designing and implementing the LMI initiative. A good working relationship has been achieved through the ability of both orders of government to compromise to meet common objectives. Although the involvement of both orders of government has contributed to increased time and resource requirements for administration, the groundwork established is expected to result in increased co-ordination and efficiency in the development of future LMI products.

13. Several innovative LMI projects are nearing completion. Rapidly changing technology has created opportunities for LMI product development and distribution as well as challenges in ensuring compatibility for distribution and access, and in keeping products up-to-date.

14. The value received from SI expenditures for LMI projects to date has been good. The resources allocated for the LMI administration were kept at a minimum to maximise the amount of funding for the pilot projects. Most of the costs incurred by the Working Group members who contributed their time to LMI projects in addition to regular duties were absorbed by the partner organisations. The LMI projects benefited from contributions of financial and human resources from partner organisations that leveraged the funding provided by the Strategic Initiatives program.

RECOMMENDATIONS

The following recommendations were identified as immediate priorities for the Labour Market Information initiative.

1. Continue to monitor and link the development of LMI products, in conjunction with Career Services, through discussions with partners and end-users to ensure:

   i) priorities are identified and maintained;
   ii) the information released is valid and accurate;
   iii) user-friendly and integrated LMI product formats are used during the next phases of development; and

iv) identify appropriate sites, where the LMI products will be available in the future (i.e., libraries, schools, HRCC, etc.).

2. Identify best practices of the pilot projects, as soon as possible after projects have been completed. Develop a plan that outlines how the best practices (processes and products developed) can be utilised in future program development and which partners will be responsible for the long-term funding and maintenance of the projects.

3. Continue to monitor requirements for administrative resources and allocate funding as required for efficient and effective service.

4. Continue to ensure that the Strategic Initiatives Database/Tracking System is functioning properly and meeting its mandate to monitor the progress of LMI projects and that appropriate human resources are allocated to update the system.

5. Develop a communication strategy for LMI partners and the general public during the next phase to:

   i) inform potential users about the various LMI products, particularly the Partnership Web site;
   ii) encourage open communication among LMI partners to build on the trust and co-operative relationships that have developed;
   iii) identify the most appropriate method to distribute short summaries of the project findings to partners and stakeholders which articulate LMI successes (products and processes); and
   iv) develop more communication linkages with people involved in LMI in other provinces.

6. Identify the scope of translation requirements for LMI products and a cost-effective solution to adhere to federal government policies for official languages.

7. Determine policies for partner recognition on web sites, particularly the Partnership Web site, developed with the support of Strategic Initiatives funding.

Recommendations: Future Labour Market Information Programs

1. When planning new programs and projecting timelines, incorporate appropriate up-front time to develop partnerships and to develop more

comprehensive policies, procedures, processes, and administrative systems. Feasibility studies and economic analyses must be conducted.

2. Identify opportunities, including participation in focus groups and workshops, for increased involvement of industry, community-based organisations, and other government departments/agencies in the development of future programs.

3. When implementing new programs, incorporate a pre-operational (design and development) phase with timelines and an appropriate level of resources allocated to meet client expectations for timely and quality service and for the following activities:

   i) development of partnerships;
   ii) use of focus groups and/or workshops with stakeholders to provide input into program design;
   iii) development of common visions, objectives, and methods of achievement;
   iv) development of detailed, but flexible policies, procedures, processes, systems, roles, responsibilities, and expectations;
   v) identification and implementation of tracking systems and monitoring requirements;
   vi) development of appropriate communication strategies and mechanisms; and
   vii) development and implementation of an appropriate training program for staff.

4. Incorporate implications of the federal government's commitment to official languages in future partnership agreements between the federal and provincial governments.

5. Ensure significant time and resources (human and financial) are provided to establish true partnerships and to develop relationships at the community level and between federal/provincial government departments and agencies, industry and community-based organisations.

6. Involve funding and training partners in the developmental stage of individual projects to improve co-ordination of activities. Feasibility studies and economic analyses are important in project planning. This is very important, especially from the operational point of view, for setting projects objectives and awarding unrealistic expectations.

7. Establish a permanent LMI advisory board or council to continue and sustain the partnerships established through this initiative.

MANAGEMENT RESPONSE

Labour Market Information is one of the three initiatives undertaken with the Canada-Saskatchewan Strategic Initiatives. The findings and recommendations of Labour Market Information formative evaluation have been carefully reviewed and the findings accepted. The evaluation results have been used to modify ongoing programs and have been shared with individuals involved in Labour Market Information. The findings will be used in the continuous improvement of services of clients.

Wayne McElree
Provincial Co-chair
November 5, 1998

Jean Gabert
Federal Co-chair
November 5, 1998

1.0 INTRODUCTION

1.1 Background to Strategic Initiatives

In November 1994, Canada and Saskatchewan signed a Labour Force Development Agreement designed to provide a framework for joint planning, management, service, program delivery, and evaluation of labour force development services in the province. The Agreement grew out of an interest by both orders of government, to take a joint approach trying new ways of improving the effectiveness of efforts to develop a skilled labour force and increase access to training and jobs in Saskatchewan. Consultation had identified issues which focused on the need for:

- better co-ordination of planning and service delivery across the two orders of government;
- more community involvement in the development of programs and services;
- more involvement of employers and various industry sectors in identifying training priorities and providing training opportunities; and
- better access among people with disabilities, aboriginal people, women, members of visible minorities, people on social assistance, and youth to training and jobs.

Within the LFDA, Strategic Initiatives were identified as a high priority for joint development. In January 1996, Canada and Saskatchewan signed a Contribution Agreement outlining co-operative arrangements for the design, funding, implementation and evaluation of three pilot initiatives within the guidelines of the Federal Government's Strategic Initiatives Program: Labour Market Information, Career Services, and Work/Study. The specific program initiatives outlined in the Agreement are intended to provide a continuum of integrated programs and services that support the transition to work and to build effective co-operation among communities, industry, training institutions and governments to meet provincial labour force development needs. The Strategic Initiatives Program is part of the Government of Canada's social security reform project, designed to eliminate disincentives to work and to encourage labour force participation.[1]

[1] A Framework for the Evaluation of the Joint Planning Arrangements, Co-Location Projects.

1.2 Labour Market Information Strategic Initiative Program

Labour market information can be characterised as a body of knowledge that describes employment, unemployment and the factors that relate to labour demand and supply. LMI includes current and future trends in the following:

- employment;
- industries and sectors;
- occupations;
- wages and salaries;
- job requirements and training; and
- demographics of the labour force and population.

The Labour Market Information Initiative is designed to evaluate a province-wide integrated approach for the development and pilot testing of new multi-media LMI products. The ultimate goal of the LMI Initiative is to develop a comprehensive automated labour market information network to gather, analyse and use LMI to better meet the needs of Saskatchewan people.

1.3 Labour Market Information Pilot Projects

Three broad categories were identified as priority areas for LMI pilot projects[2].

1. Development of LMI Data and Network: Develop a co-ordinated approach to data collection, database development, and access to databases.

2. LMI Product Development: Develop and pilot test LMI products that meet the needs of users.

3. Dissemination of LMI Products: Develop and pilot test a variety of access methods for database sharing and dissemination of LMI products.

As of July 31, 1997, 19 projects had been approved under the LMI Initiative, with total contracted values of $1,530,500 out of a budget of $2,200,000. The formative evaluation covers the period up to July 1997. Appendix One provides a description of the projects, their contracted value, status as of July, 1997 and any timing issues.

[2] Labour Market Information Partnership Strategic Initiative for Saskatchewan, June, 1995.

2.0 FINDINGS AND KEY LEARNINGS

2.1 RELEVANCE

1. What was the process used to determine the social and economic need for the Labour Market Information program and individual projects?

KEY LEARNINGS

- **Round table discussions with experts in a local community or geographical area can effectively identify gaps in the local labour market in Saskatchewan.**
- **Communities, planners, job seekers, employers and other LMI users can recommend meaningful LMI initiatives and also help to increase support and relevance for pilot project development.**

The LMI Working Group was established with members representing a diverse cross-section of agencies and government departments which utilise LMI at various levels and/or have clients who utilise LMI. The LMI Working Group had structured discussions to:

- determine priority LMI needs (based on extensive experience in working with LMI users);
- consult with other organisations; and
- provide input and propose project ideas to meet identified LMI gaps (based on the needs of their organisation or clients).

Projects were proposed in accordance with the goals and objectives of Strategic Initiatives, and priorities were identified for projects.

A consultant was contracted to conduct a needs assessment for the following four potential LMI projects.

1. Wage and salary Information.
2. Events affecting the Labour Market.
3. Saskatchewan Working Conditions Databases.
4. Saskatchewan Job Futures.

The needs assessments involved interviewing key informants who would utilise the LMI generated by these projects. The First Nations Client Tracking System project provides an example of a development process that includes a feedback loop from people who will use the information to identify what they want from the system.

Consultation with Métis communities and on-going communication with the regional Métis Employment and Training of Saskatchewan Inc. offices as well as the Métis Nation of Saskatchewan also contributed to the development of the Métis Employment Strategy proposal and project design.

Research conducted through the pre-operational phase of the Career Services Strategic Initiative projects also identified some of the LMI requirements of job seekers, counsellors, and employers. The research was shared with the LMI Working Group members and LMI project co-ordinator.

The evaluators conducted six focus groups with job seekers, employers, counsellors, Career Service representatives, Working Group members, and policy makers. The focus groups confirmed the importance and need for up-to-date, detailed labour market information being collected. The focus groups also identified current utilisation of LMI, perceived gaps in LMI, and preferred formats for and access to LMI.

2. How have the labour force development needs of target groups been incorporated in the design of the Labour Market Information Initiative?

KEY LEARNINGS

- **Comprehensive tracking of labour market information will allow for better program planning for target group members and will allow for development of better training and employment initiatives.**
- **LMI product development and distribution must continue to include target group members' needs.**
- **LMI projects are more inclusive and comprehensive due to the collaboration of community members and target group members. Such involvement leads to a greater commitment to:**
  - **design, track, monitor and implement LMI initiatives resulting in:**
    - **more effective planning;**
    - **results orientated initiatives; and**
    - **initiatives implemented based on data and rationale.**

Aboriginal people, people with disabilities, women, visible minorities, social assistance recipients, and youth have been identified in the Labour Force Development Agreement as target groups and employment equity members for Strategic Initiatives projects. Target groups are represented on the LMI Working Group through Saskatchewan Labour Force Development Board members. Equity Reference Groups to the SLFDB, including Métis Nation people, visible minorities, women, people with disabilities, First Nations people, youth, and people living in poverty, have the opportunity to provide input on training and employment initiatives from the perspective of their members.

Métis Nation and First Nations Working Group representatives identified the LMI needs of their constituents, and designed projects around those identified needs. **The First Nations Client Tracking System**, for instance, was primarily designed for planners in Aboriginal organisations involved in training and labour force development. Summary information also will be shared with other labour market partner agencies. **The Métis Training & Employment Strategy** project was designed to provide labour market information for Métis people, and will be used as planning documents by the Métis Council, Métis Legislative Assembly, and the 12 regional Métis Employment and Training offices.

Some of the other LMI projects are also identifying target group employment. The Sector Study, for example, is profiling the employment of target groups in the workforce in various sectors by primary occupation. The Study is also identifying companies owned by aboriginal people.

Information available through electronic sources also has the potential to be more accessible to people with disabilities and other target groups who may have a more difficult time in accessing information through traditional locations and formats.

3. How was innovation instrumental to the Labour Market Information initiative?

KEY LEARNINGS

- **Designing and developing new approaches to LMI information requires collaboration from community partners and target groups as well as access to various new approaches in information technology (e.g., networks and multi-media application databases).**
- **Innovation is essential in designing and advancing new approaches to better meet labour force development requirements. Innovative projects have the potential to provide models for future LMI product development and dissemination on a broader scale.**

The LMI projects are piloting various innovations in partnerships, information collection, product development, and information distribution that are new to Saskatchewan. Examples of LMI innovations include the following projects:

- the **First Nations Client Tracking System** is monitoring the success of First Nations clients in obtaining employment after accessing training and career services;
- **Métis Employment Strategy** is being developed for the first time at regional and provincial levels. The project is expected to result in training that is labour market driven versus "training program" driven;
- the **Sector Study** is providing comprehensive information for nine strategic growth sectors. The Sector Study is unique in that inter-linking industries have been clustered to form strategic sectors. The Study is identifying trends including

how industry is adapting to new technologies. The database and Internet products that are being developed to house the Sector Study results are also innovative;

- the **Wage and Salary** project is providing comprehensive up-to-date information on wages and salaries including more accurate information for small growth industries such as gaming and film and video production;

- three forecasting models are being combined to form the **Strategic Initiatives Forecast**, a powerful forecasting system at the provincial level which focuses on industry/occupations and has never been previously available;

- **Saskatchewan Job Futures** will profile at least 250 occupations and will include the nature of work, employment requirements, education and training paths, average wage ranges, prospects for future growth by occupation, and so on;

- the **Geographic Area Files** project is expected to provide the partners with access to LMI in the format based on specific regions that will best meet their requirements. This project entails coding data by community, rural municipality, and postal code. The geo-area files are expected to eventually be used to develop products using Geographic Information System technology;

- the **Saskatchewan Partnership Web site** is providing an electronic single access point for communicating and distributing career and labour market information to anyone with access to the Internet. Costs of LMI distribution and updating through the Internet will be cost effective relative to alternatives;

- a **Local Area Network/Wide Area Network** will link partner organisations and allow them to share information. Access to Human Resource Development Canada's National Labour Market Information System will be through the WAN; and

- the **Extranet Web site** will provide LMI partners access to databases and other LMI products. A firewall will provide the security needed to keep unauthorised users from accessing the applications.

4. How does the Labour Market Information initiative represent improvements in service to clients over existing programs?

KEY LEARNINGS:

- **Strong links among partners are expected to result in the provision of:**
  - **more comprehensive and up-to-date LMI information;**
  - **improved access to LMI information;**
  - **new multi-media technologies and enhanced user-friendly systems for LMI dissemination; and**
  - **improved utilisation of resources in the planning, design and implementation of quality training and employment related programming.**
- **Focus groups were effective in determining the direction LMI product development should take.**

The LMI initiatives are expected to collectively provide more comprehensive and up-to-date information in the following areas:

- Employment statistics
- Wages and salaries
- Labour force demographics
- Target group demographics
- Occupational data and profiles
- Regional and sector data
- Labour market trends
- Labour market forecasts
- Labour market forecasts
- Employment requirements
- Training paths
- Structural adjustments that impact aggregate statistics

The **Saskatchewan Sectors Study**, for example, will provide more comprehensive and up-to-date information on current and future human resource issues and requirements for nine key provincial sectors that currently encompass 65 percent of the Saskatchewan workforce. More detailed information regarding future expected job

opportunities by occupation, industry trends, and training requirements than previously collected will be available.

Another example is the **Métis Employment Strategy** which will develop linkages between the Métis labour force, employment opportunities and required training needs. The project will provide a better understanding of local business needs and solutions required to address systemic barriers of the Métis participating in training and employment. The Strategy will identify which training programs will be most effective in meeting the training needs of Métis people, and will identify the vehicle for providing training, and will incorporate some of the Sectors Study findings to avoid duplication of efforts.

Several LMI projects will also provide an infrastructure for improvements in the dissemination and access to LMI through new technologies such as LAN/WAN, the Internet, and the Extranet. The **Saskatchewan Partnership Web site**, for instance, will develop an electronic single access point for communicating and distributing career, employment and other LMI to the general public. Linkages to other LMI sites will also be established. Focus groups composed of LMI users highlighted the importance of having access to user friendly and integrated LMI products. Users also stressed the importance and desirability of a single access point for information.

Individuals and front-line LMI providers will be able to access on-line information more quickly. Information will be at their fingertips through search capabilities that will be built into the system and because of the interactive opportunities that the electronic media offers. The communication network developed through the LMI projects will decrease the time and effort required to transfer information between the various SI partners. The communication network will also allow for easier day-to-day communication between SI partners.

Alternatives, such as CD-ROMs and computer disks, were evaluated as a means of distributing the information in electronic format but were determined to be not as effective as the Internet because of the relatively high costs of production, distribution, and updating. The public will have easy access to the LMI through computers at home or work, or through publicly funded sites like libraries and career centres, etc. Access to the Internet is expected to quickly increase as technology decreases in price.

2.2 Program Design and Delivery

1. Have any operational/legislative/regulatory/jurisdictional constraints been identified that impinge on the ability of the program to achieve its objectives? How were these handled?

KEY LEARNINGS

- **Flexibility is required for complex programs and should incorporate a planning phase to establish partnerships, and develop and implement new processes and procedures to encourage effective program delivery.**
- **Realistic timelines, expectations and resources must be outlined at the onset of complicated, multi-party programs and projects which require the creation of workable approaches that bring together two separate and distinct LMI collection and dissemination systems, federally and provincially.**
- **Feasibility studies and economic analyses are important in project planning, identifying needs, and setting realistic project objectives.**

Initial timelines for the LMI projects did not take into account the time involved in partnership development and in the development of appropriate policies and procedures. Prior to the Strategic Initiatives Contribution Agreement being signed, responsibilities for LMI activities were handled separately and distinctly by each order of government. In addition, the amount of time required and how resource demanding the project would be was not fully realised until the initiative reached its second phase. Consequently, several challenges arose from differences in approaches originally being undertaken by the partners and as a result of the complex nature of the LMI stream itself. Difficulties arose in integrating the two separate and distinct LMI collection and dissemination systems. Some of the challenges that had to be overcome during the initial stages of implementing the LMI initiative included the following:

- all LMI projects were delayed until the SI Agreement was signed and funding released;
- staff perceived the approval process identified in the Agreement to be cumbersome and time consuming to implement;
- incomplete procedures and policies contributed to delays to the overall implementation process, and created some frustration. For instance, contracts were perceived to move slowly through the system because there was no standardised format for required information; and
- partners were unable to use LMI that had been collected for annual planning purposes because policies and procedures for the release of documents and distribution of LMI products had not been developed and agreed upon.

The LMI Working Group planned the LMI projects within the overall SI timelines and guidelines set by the Agreement. Extensions for timelines were often needed to successfully implement LMI projects and ensure that requirements were met. Strategic Initiatives staff members have been flexible in providing extensions for projects as required.

2. What are the strengths and weaknesses of the Labour Market Information initiative's organizational structure?

KEY LEARNINGS

- **The establishment of policies, procedures, roles and responsibilities during the program design and development phase will increase efficiencies and reduce delays.**
- **Contracting work out to individuals and companies with knowledge and experience in the area of labour market information has been a cost-effective method of acquiring appropriate expertise to meet objectives.**
- **The development of LMI products for end users will benefit from co-ordination and communication with Career Services. Increased interaction between LMI and Career Services helped to develop common understandings and opportunities for complementary projects and products.**
- **Existing federal and provincial government systems and approval processes are not designed to easily accommodate joint collaboration and multiple organisation partnerships. Creation of a single delivery authority and a system which permits accountability and responsibility at the appropriate working level would be advisable in future program development.**
- **Stakeholder and Working Group involvement in program design and planning helped to increase relevance, support and commitment to the program. It is important that involved stakeholders have a clear understanding of their roles and decision-making authority.**
- **Appropriate communication with stakeholders and partners helps to increase understanding and support for programs. Newsletters are beneficial in keeping stakeholders up-to-date. Common terminology should be used consistently across all SI streams to enhance communications; sometimes the same terms may have different meanings for different individuals or groups.**

A copy of the LMI initiative organizational chart and a brief description of the primary roles and responsibilities of LMI partners and staff can be found in Appendix Two.

An organizational weakness was the short timeframe in which the LMI initiative was required to be operational. The short timeframe for program design and development resulted in a lack of understanding regarding the parameters of the LMI initiative. It also created a forced and rushed atmosphere for partnership development. The LMI Working Group, made up of experts in the area of labour market information from government departments and organisations that use LMI, was responsible for the pre-operational program design, the development phase of the program, identification of gaps in labour market information, and the development of project proposals. The Working Group was involved in the recommendation and approval of projects and did not undertake a formal needs assessment process for all projects to identify projects.

LMI Sub-Groups were created to oversee the implementation of the projects approved by the LMI Working Group.

In addition to the pressures arising from the tight timeframes for program design and implementation, another complication resulted from the reduced timeframe to make the program fully operational. Some frustration resulted from the hurried and somewhat forced nature of the partnership approach. The opportunity to develop and nurture real partnerships and build trust to ensure ongoing commitment to the LMI projects was not available. This, in turn, created a high pressure environment in which Working Group members and LMI staff were constantly trying to catch up with, and remain on top of, program delivery.

A conscious decision was made to separate LMI from the Career Services Program stream. However, common linkages do exist between LMI and Career Services which were supported by the findings of the focus groups. The focus groups determined that clients sometimes do not distinguish between LMI and Career Services. The Working Groups, partners, and staff recognised the importance of co-ordination occurring between the LMI and Career Services. Close communication between LMI and Career Services has been taking place at the Co-ordinators' level with many initiatives to increase co-ordination occurring between the two areas. Increased co-ordination between LMI and Career Services at all levels will be important, particularly as LMI proceeds to the next stages of developing products for end-users. The development of LMI products, for instance, has the potential to benefit from the formal needs assessments that have been conducted by Career Services.

A strength of the LMI organizational structure was the involvement and interest of partners in the LMI initiative. All officials and partners have shown a strong commitment to the program by spending significant time, in addition to their regular duties, supporting it.

Internal communications were also seen as a strength of the LMI initiative. They included interaction with the members of the LMI Working Group, the Strategic Initiatives senior management, co-chairs, and staff. Monthly progress reports were provided to partners and a newsletter entitled *LMI Update*, was developed for Working Group members and other partners. The newsletter was a strength of internal communication. The newsletter kept stakeholders up-to-date on the progress of the program and the distribution of the newsletter was expanded because of its effectiveness. The monthly co-chair meetings were also effective in keeping all Strategic Initiatives streams informed of current activities.

3. How was the community informed about the Labour Market Information initiative? Was the external communication effective?

KEY LEARNINGS:

- **Newsletters have been an effective form of communication to keep stakeholders updated on the progress of LMI projects and to create an awareness of available LMI products, and how and where to access the information.**

- **Timelines for new programs must incorporate time to develop a communication strategy, including translation requirements, so that the strategy is in place when needed.**

A newsletter, *LMI Update* was initiated by the LMI project co-ordinator to keep the Working Group members informed on the progress of pending and approved projects. The newsletter distribution was expanded to include all Strategic Initiatives staff, and later further expanded to include PSEST department directors and others. Because of the success experienced by the *LMI Update* in keeping people informed, the concept was expanded to Career Services, Work/Study, and Evaluation.

Some stakeholders indicated an interest in being updated on the LMI research findings of projects such as the Sector Study, on a more regular basis. The Working Group and Sub-Groups have used several options for distributing summaries of research findings including, but not limited to, printed newsletters, e-mail, listserv, and Extranet. Workshops also indicated the desirability of distributing a document to help to create common understandings of the LMI initiative among the stakeholders summarising the Labour Market Information projects and identifying their client group.

Communication plans are underway to create user awareness of the various LMI products. The development of a marketing strategy to inform the general public about the Saskatchewan Partnership Web site will be particularly important. A communication specialist has been retained to assist in developing and implementing a communication strategy.

4. What measures are being taken for tracking, monitoring and assessing the projects? Are these adequate?

KEY LEARNINGS

- **A Database/Tracking System, and appropriate resources to support it are required at the beginning of program start-up in order to capture pertinent data which will generate reports to contribute to timely decision making.**

- **Ongoing monitoring capacity with accountability at the most direct delivery level possible (project officer or field level) is needed at the program outset to track initiatives.**

Procedures are in place to monitor the LMI initiative's financial expenditures, progress of the LMI projects, quality of LMI products, and how the products meet user needs. Every LMI project has a workplan with milestones and/or deliverables that are attached to payments. The LMI project co-ordinator ensures that timeframes for project milestones are in place, monitors the process and achievement of milestones on a monthly basis, and reports to the co-chairs and management.

The SI Database/Tracking System has been designed to facilitate the monitoring of progress for all LMI projects. The LMI and Career Service project co-ordinators worked with the contractors to develop the software, with the expectation that the system would be operational by August, 1996. Significant changes made to incorporate changes into the requirements of the Work/Study SI Stream resulted in delays in getting the Database/Tracking System operational.

Focus groups and stakeholder interviews identified the importance of having accurate information to make decisions. The LMI Working Group will be ensuring information presented at all levels takes into account the sample size of the research. Standards are being set for presentation of information as descriptive or statistically significant. The LMI co-chairs and sub-groups are responsible for monitoring the quality of LMI projects. Achievement of the objectives for projects such as the Sector Study is being monitored through progress reports. Co-chairs and sub-groups review interim and final reports and recommend required changes to better meet objectives.

Monitoring will be conducted to ensure that LMI products are meeting user needs. For instance, use of the web sites and systems will be tracked and online surveys will be incorporated as part of the evaluation.

2.3 Program Success

1. What types of partnerships have been developed through the Labour Market Information initiative? What have been some of the partnership achievements and challenges? Will these partnerships be sustainable?

KEY LEARNINGS:

- **Partners and stakeholders recognise the importance of developing a more co-ordinated approach to identifying, gathering, analysing and using LMI to better meet labour market needs in the province and the people of Saskatchewan.**
- **The informal and formal communication links that have developed are beneficial and have provided structures for the sharing of information and reducing duplication in collecting LMI or developing similar products among partners.**

- **Sustainable partnerships through a permanent advisory board or council should be considered.**
- **Partnerships take time to develop and evolve. As people get to know each other and become accustomed to working together, the benefits of collaboration include improved efficiencies, accomplishment of common goals, and leveraged resources.**
- **Partnerships require human and financial resources to be sustainable.**

LMI partnership achievements and benefits during the formative phase and expectations for future partnerships include the following:

- the LMI initiative benefited from the involvement and co-operation of representatives from First Nations and Métis Nation organisations;
- informal personal networks have developed in which existing information is being shared. As members have become more willing to share information with each other, organisations, particularly those on the planning side, have benefited from the access to new information, professionally and personally;
- partners are being more efficient and reducing costs through sharing information and working together to collect information rather than duplicating data collection. For instance, the provincial training institutions will also have access to the Sector Studies and the Geographic Area Files projects and may no longer have to duplicate employer surveys and research to determine training requirements;
- partnerships have created a better understandings of LMI requirements and have helped to develop a better understanding of the roles, responsibilities, and levels of expertise at the various provincial and federal departments involved with LMI;
- the partners (including those organisations on the working group) have increased access to technical expertise, and access to the same information through co-ordinated databases. Access to information through a single access point is expected to increase efficiency;
- the Information Technology component resulted in a new relationship with SaskTel and holds promise for the development of similar networks for government departments and agencies as well as the private sector. For instance the IT Committee may be in a position to provide guidance to the provincial library system in developing a network for the 300 provincial libraries; and
- the Sector Study is helping to strengthen the partnerships between industry and training institutes and is expected to contribute to training that more closely

matches job requirements. Industry contacts developed within the initiative may be able to contribute to the Regional Training Needs Assessments.

There is an opportunity to learn from the following successes achieved in dealing with partnership challenges:

- establishing protocols for communication;
- working together to understand and converge differing perspectives, interests, needs, agendas, levels of knowledge, goals, and objectives of each partner;
- overcoming challenges arising from the differences in approaches originally being undertaken by the partners, particularly the federal and provincial governments;
- understanding partner organisations' communication and working styles;
- prioritising needs and balancing limited resources to meet requirements through discussion and negotiation;
- overcoming territoriality and reluctance to share information through continuing communication, working together and developing trust;
- allocating the appropriate human and financial resources required for partnership building; and
- linking partners electronically and overcoming technology issues arising from different hardware and software systems.

In order for the partnerships to be sustainable, the partners must continue to realise positive net benefits and continue to have similar agendas to accomplish specific objectives. Organisations must be selective in partnership building because of the resources that they require. Sustainability of the partnerships will depend on the commitment of partners as demonstrated by an allocation of financial and human resources. The Working Group is expected to continue to work together as a permanent LMI advisory board or council. Decisions will be made as to how to include new partners on the council.

Additional organisations such as Saskatchewan universities, community based organisations and federal and provincial government departments that use or collect various types of LMI have the potential to contribute positively to the LMI initiatives through consultation or future participation. Government departments in other provinces such as British Columbia and Alberta have also developed LMI products, including Internet sites, which may be useful to consider in Saskatchewan's LMI product development. Opportunities exist to further build on linkages and learn from others' experiences and knowledge in developing LMI products and administrative systems.

2. How is the Labour Market Information initiative contributing to increased federal and provincial co-ordination and collaboration in labour force development? How does this represent an improvement over previous collaboration?

KEY LEARNINGS:

- **There is value in joint decision making and planning, communication, and product development.**
- **Federal and provincial government staff have contributed their collective knowledge and expertise in labour market development to design and implement a program to meet Saskatchewan training needs.**

Prior to the Strategic Initiatives Contribution Agreement being signed, responsibilities for LMI activities were handled separately by each order of government. Although there was some collaboration on individual LMI projects in the past, this initiative has increased the level of collaboration.

Under Strategic Initiatives, the federal and provincial governments are working together as equal partners through joint decision making and planning, communication, and overall involvement in LMI project development and implementation. An increased level of communication between the two orders of government has also resulted in more sharing of information on an informal basis. The extensive involvement of the federal and provincial co-chairs in the initiative has increased awareness of the information that the two orders of government have available and provided a better appreciation of the information needs of both orders of government.

An important contribution of the federal-provincial co-ordination will be the seamless connection of national and provincial LMI systems. Organisations will have access to the same information through a co-ordinated database - for instance, everyone will be able to access the same census data and use it for their specific requirements. The opportunity to access or to provide information through a single point will be an important factor in increasing efficiency for the two orders of government and other partners.

Access to up-to-date and comprehensive LMI is necessary to support the transition towards increased provincial responsibility for career training and employment services. Infrastructure within the province to collect information and develop LMI products in the future is being established through this initiative. The electronic infrastructure, such as the LAN/WAN and the Partnership Internet site, will help to facilitate sharing of labour market information between the federal and provincial governments, other partners, and the general public. The infrastructure will assist the province in fulfilling its role in providing LMI under the *Saskatchewan Training Strategy: Bridges to Employment.* The LMI projects will also be useful if the provincial government assumes increased

responsibility for other labour market services, including employment services and training, from the federal government under potential new agreements.

2.4 Program Cost Effectiveness

1. How were the funding allocations determined? Are the allocations appropriate relative to the identified needs?

KEY LEARNINGS:

- **The funding allocation process within the LMI initiative is effective because of its flexibility and focus.**
- **Partnership-based programs can lever significant contributions in cash and in-kind to augment public funding and can result in leveraged funding through the resources provided by partner organisations.**
- **Program design with partners and stakeholders takes more time and resources but results in a program that has commitment from partners.**

In designing the LMI initiative, resources were allocated to maximise funding for project delivery and minimise funding for administration. The level of time and human resources required to develop and implement the program was not fully appreciated in the initial stages. As a result, several issues resulting from administrative resource constraints have had to be overcome.

The administrative budget is relatively low compared to many other programs. However, many of the traditional administrative costs have been made through in-kind contributions as a result of the partnership approach of Strategic Initiatives. For example, program design was undertaken with stakeholders at their own expense and time. Federal/provincial management of the program has been done by existing staff who have other primary job duties. As well, the province has contributed office space and necessary equipment to ensure the effective operation of the program.

A total of $2,200,000 was identified in the Strategic Initiatives Contribution Agreement for the Labour Market Information stream. The Working Group has prioritised requirements for LMI products and balanced identified needs within the available budget.

Funding allocations for specific LMI projects were initially based on estimates made by the project co-ordinator. Flexibility, based on need, has been available to move funding to projects to ensure completion after the actual costs are determined. Some projects were designed to meet objectives within budgets set for those projects. As a result, priorities were set and trade-offs were made. For instance, sample sizes for Sector Study surveys were influenced by the budget; if more funding had been available, the sample sizes and correspondingly the reliability of the data, could have been increased. The LMI

projects also benefited from contributions of financial and human resources from partner organisations that leveraged the funding provided by the Strategic Initiatives program.

3.0 RECOMMENDATIONS

The following recommendations were identified as immediate priorities for the Labour Market Information initiative:

1. Continue to monitor and link the development of LMI products, in conjunction with Career Services, through discussions with partners and end-users to ensure that:

   - priorities are identified and maintained;
   - the information released is valid and accurate;
   - user-friendly and integrated LMI product formats are used during the next phases of development; and identify appropriate sites, where the LMI products will be available in the future (i.e., libraries, schools, HRCC, etc.).

2. Identify best practices of the pilot projects, as soon as possible, after projects have been completed. Develop a plan that outlines how the best practices (processes and products developed) can be utilised in future program development and which partners will be responsible for the long-term funding and maintenance of the projects.

3. Continue to monitor requirements for administrative resources and allocate funding as required for efficient and effective service.

4. Continue to ensure that the Strategic Initiatives Database/Tracking System is functioning properly and meeting its mandate to monitor the progress of LMI projects and that appropriate human resources are allocated to update the system.

5. Develop a communication strategy for LMI partners and the general public during the next phase to:

   i) inform potential users about the various LMI products, particularly the Partnership Web site;
   ii) encourage open communication among LMI partners to build on the trust and co-operative relationships that have developed;
   iii) identify the most appropriate method to distribute short summaries of the project findings to partners and stakeholders which articulate LMI successes (products and processes); and
   iv) develop more communication linkages with people involved in LMI in other provinces.

6. Continue efforts to identify the scope of translation requirements for LMI products and a cost-effective solution to adhere to federal government policies for Official Languages.

7. Continue further discussions regarding policies for partner recognition on web sites, particularly the Partnership Web site, developed with the support of Strategic Initiatives funding.

Recommendations: Future Labour Market Information Programs

1. When planning new programs and projecting timelines, incorporate appropriate up-front time to develop partnerships and to develop more comprehensive policies, procedures, processes, and systems for administration.

2. Identify opportunities, including participation in focus groups and workshops, for increased involvement of industry, community-based organisations, and other government departments/agencies in the development of future programs.

3. When implementing new programs, incorporate a pre-operational (design and development) phase with timelines and an appropriate level of resources allocated to meet client expectations for timely and quality service and for the following activities:

   - development of partnerships;
   - use of focus groups and/or workshops with stakeholders to provide input into program design;
   - development of common visions, objectives, and methods of achievement;
   - development of detailed, but flexible policies, procedures, processes, systems, roles, responsibilities, and expectations;
   - identification and implementation of tracking systems and monitoring requirements;
   - development of appropriate communication strategies and mechanisms; and
   - development and implementation of an appropriate training program for staff.

4. Incorporate implications of the federal government's commitment to official languages in future partnership agreements between the federal and provincial governments.

5. Ensure significant time and resources (human and financial) are provided to establish true partnerships and to develop relationships at the community level and between federal/provincial government departments and agencies, industry and community-based organisations.

6. Involve funding and training partners in the developmental stage of individual projects to improve co-ordination of activities.

7. In order to sustain the partnerships developed through this initiative and to include other potential partners, establish a permanent LMI advisory board or council.

APPENDIX I : DESCRIPTION OF PROJECTS

Project Title and Description	Contracted Value	Status as of July 31, 1997	Primary Timing Issues
Saskatchewan Sectors Study • Agri-value • Energy • Information Technology/Communication • Tourism • Construction • Manufacturing (Metal Fabrication) • Business Services • Forestry • Mining • Validation of SI Forecast • Sectors Database The Saskatchewan Sectors Study identifies and examines current and future human resource issues and needs within several sectors. This includes an assessment of current and future demand for employees and their associated skills training and developmental needs. The reports include: • An overview of the sector • An overview of industries within the sector including the type of companies and current employment levels • Trends or technological changes that impact on the industries and the sector • Human resource issues or occupational skill requirements • Demographic profiles of the sector including age, gender, and education levels of employees • Identification of training implications	$293,750	Contracted Agri-value completed June 1997. Energy completed May 1997. Tourism expected by the end of May 1997. All reports expected to be completed by November 1, 1997.	Distribution of completed reports was slightly delayed because procedures for issuing LMI products were not in place.

Project Title and Description	Contracted Value	Status as of July 31, 1997	Primary Timing Issues
Consulting Contract: • Saskatchewan Wage and Salary Information Database • Events Affecting the Labour Market Database Project • Saskatchewan Working Conditions Internet Information Product • Saskatchewan Job Futures A consulting contract to complete preliminary research and development activities for four LMI projects was undertaken. The consultant conducted needs assessments to identify information and product needs, conducted consultation, identified information sources, and developed implementation plans and operational budgets.	$31,750	Completed April 1997. Reports are being reviewed.	
Consulting Contract: • Saskatchewan Wage and Salary Survey (1997) • Union Wage Rate Database • Frequently Asked Questions An economist and a labour market specialist, were contracted to co-ordinate and manage the three LMI projects.	Approx. $30,000	Contracted Estimated Completion November 1997.	

Project Title and Description	Contracted Value	Status as of July 31, 1997	Primary Timing Issues
Saskatchewan Wage & Salary Survey (1996) Statistics Canada was contracted to produce statistical information on wages and salaries in Saskatchewan through a mail-out/mail-back survey of Saskatchewan businesses with more than five employees. The survey provides data on approximately 150 occupations using the 4-digit National Occupation Classification, industry codes by 3-digit Standard Industrial Classification, establishment size, and the number of workers in each occupation. The wage information is composed of six categories for both full-time and part-time workers according to employment experience and union or non-union status. Reliable estimates of wages or annual salaries will be provided by sub-provincial region.	$50,000	Completed May 1997. The results are now being reviewed to determine whether objectives have been met and to identify any gaps in information.	Significant delays were experienced in the completion of the Stats Canada contract which was signed in February, 1996, expected to be completed by July, 1996, and was actually completed in May, 1997.
Saskatchewan Wage & Salary Survey (1997) Statistics Canada will conduct a telephone survey of growth industries that represent a small portion of total employment (i.e. film and motion picture, gaming, etc.) to supplement the 1996 survey.	$50,000	Contracted Estimated Completion: August 1997.	
Purchase of 1996 Census Data Purchase of special runs of LMI from the 1996 census has been recommended.		Approval Pending Estimated Completion: May 1998.	

Project Title and Description	Contracted Value	Status as of July 31, 1997	Primary Timing Issues
Wage and Salary Products The Wage and Salary Database will incorporate information from the Statistics Canada wage surveys, Union Wage Rate Database project, and census data. The product will likely become part of Job Futures and there will be aspects of it available to planners and others.		Approval Pending Estimated Completion: September 1998. The Wage and Salary products will evolve as the other projects that it incorporates are completed. The final format and cost will depend on the information that is collected during the other wage and salary projects.	
Frequently Asked Questions on Labour Legislation and the Occupational Health and Safety Act Questions and answers on Labour Legislation and the Occupational Health and Safety Act will be identified. These eventually are expected to be housed on the Saskatchewan Partnership web site. Research work will be completed by summer students under the direction of a labour market specialist.	$16,000	Contracted Estimated Completion: August 1997.	

Project Title and Description	Contracted Value	Status as of July 31, 1997	Primary Timing Issues
First Nations Client Tracking System The First Nations Client Tracking System will be linked to the Provincial Wide Area Network and will be used as an LMI planning tool. The agreement is with the Saskatchewan Indian Institute of Technologies. The Tracking System is linked to the Aboriginal Citizen database, and will track any First Nation client of the Saskatchewan Indian Training Assessment Group Inc. that participates in training or counselling services until the individual becomes employed. A total of 22 sub-contributors, including Saskatchewan Tribal Councils and some First Nations will contribute to and utilise the database with 13 remote sites inputting data. The database will be part of the provincial Wide Area Network and reports will be available through the Extranet.	$50,000	Database operational as of March 1997. Final report expected in June 1997.	The project was expected to be completed by March 1997. The subgroup is determining the reporting requirements of the LMI Working Group and this has delayed finalisation of the project. The project has also experienced minimal delays with the WAN project.

Project Title and Description	Contracted Value	3.1.1.1.1.1.1.1 Status as of July 31, 1997	Primary Timing Issues
Saskatchewan Métis Employment Strategies Twelve Local Métis Management Boards provide training and employment services to Métis people within their region. Métis Employment Strategies for each of the 12 regions and one provincial Strategy will be developed to promote economic self-sufficiency for Saskatchewan Métis. The information compiled will assist in the development of long-term human resource development plans for the Métis. The Strategies will identify barriers to employment including social and economic barriers and opportunities for employment, training or business that meets the needs of the Métis. Focus groups are being used in each region and summer students are being contracted to assist in data collection. The project also is being co-ordinated with the Sector Study in identifying growth employment areas.	$75,000	Contracted Completion date will likely be extended from December 1997 to February 1998.	A labour market specialist hired to co-ordinate the research did not work out as anticipated and another person with experience through Pathways was recently contracted to complete the project. A two-month extension has been requested.

Project Title and Description	Contracted Value	Status as of July 31, 1997	3.1.1.1.1.1.1.2 Primary
Saskatchewan Job Futures • Profiles of at least 250 occupations using current LMI • Occupational search capabilities • Nature of work • Employment requirements • Education/Training paths • Average wage range • Prospects for future growth by occupation The Saskatchewan Job Futures will utilise the Internet as the medium for distributing occupational information to users. The first project will consist of summary occupational information covering 522 unit groups identified in the NOC system. The second product will consist of detailed occupational profiles on approximately 250 occupations at either the 3 or 4 digit level of the NOC system. The two major phases of the project involve: 1. Recruitment of a writer/analyst to research and compile current occupational LMI 2. Development of a Saskatchewan Job Futures Internet web product. Career profiles have also been identified as important products for the Career Service projects. LMI will work closely with a career analyst and the Regina Career Linx Project, which will act as a lead for the three Career Services projects, to co-ordinate the development of the job profiles.	$90,000	Approved Phase I has been contracted. Estimated completion of both phases: August 1998.	

Project Title and Description	Contracted Value	Status as of July 31, 1997	Primary Timing Issues
Partnership Access to the National Labour Market Information System The original intent was to redesign the National Labour Market Information System to operate on a wide-area network environment. The NLMIS was required to reside on a client server to allow connection from Saskatchewan Post-Secondary Education and Skills Training to Human Resources Development Canada's WAN. HRDC is now pursuing an innovative alternative to allow partner access through the WAN using Citrix WinFrame. The Citrix application will be available on the Extranet for testing.	$320,000	Under development Access expected in January 1998.	The development of a client server has been postponed for up to two years because of technical difficulties.
LMI Wide-Area Network (LAN/WAN) A local-area network/wide area network has been developed to connect SI partners (i.e. SIAST, Regional Colleges, New Careers Corporation, and Saskatchewan PSEST), to facilitate the dissemination of information and to provide access to information such as the NLMIS at HRDC. The project management functions were assigned to the PSEST Information Technology (IT) Branch, which developed the WAN requirements and contracted with SaskTel for the development.	Approx. $400,000	Under development Access expected in June 1997.	

Project Title and Description	Contracted Value	Status as of July 31, 1997	Primary Timing Issues
Partnership Extranet Web site A partnership Extranet web site has been developed internally. A firewall will be in place and access will be by password. The site is expected to house databases and other LMI products. The site will provide partners with access to a server, communication opportunities, a help component, a list of LMI and Career Service contact people and other tools.	Approx. $50,000	Under development Expected completion: September 1998.	

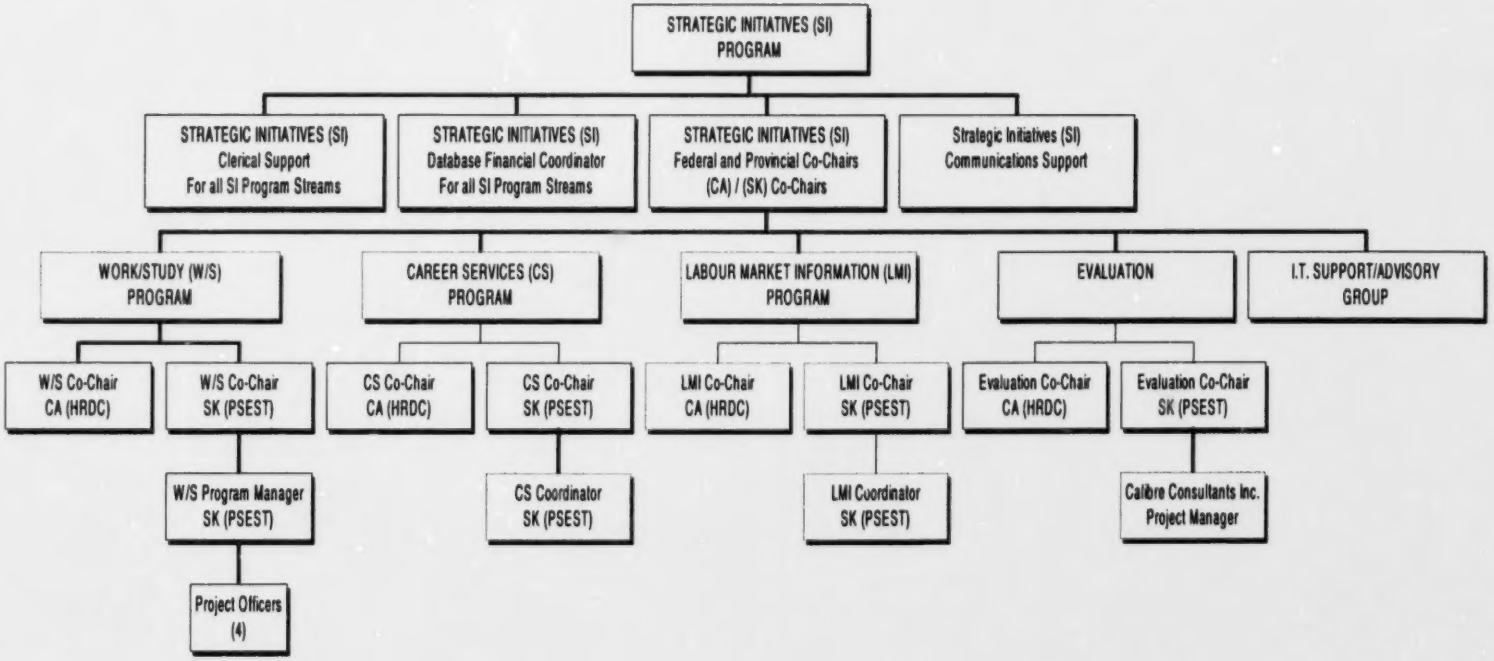
Project Title and Description	Contracted Value	Status as of July 31, 1997	Primary Timing Issues
Saskatchewan Partnership Web site Joint LMI and Career Services Project Phase I: Pre-operational Phase Phase II: Operational Phase A web site will be developed to provide an electronic single access point for communicating and distributing career, employment and labour market information to the people of Saskatchewan. The project will evolve through a pre-operational and an operational phase. Categories of information at the provincial, federal, inter-provincial and local community level that could be provided through the common web site include: Labour Market Information Career Planning Work Search and Hiring Financial Support Education and Training Community Resources A communication plan will also be an important component to create client awareness of the site.	$50,000 approved for Phase I.	Approved Phase I contracted with expected completion by September 30, 1997. Phase II estimated completion: September 1998.	The initial request for proposal was re-worked and issued to a wider audience of potential suppliers. The Partnership Web site is a priority project that must move forward quickly because the LMI Internet products being developed require a web site so that a wide target audience can access them.

Project Title and Description	Contracted Value	Status as of July 31, 1997	Primary Timing Issues
Geographic Area Files (LMI Working Group Project) The Geographic Area Files project will create geo-area files for use under the NLMIS to correspond with the partners' sub-provincial areas. A utility program will also be developed to automate the updating of these geo-area files. Ultimately, the geo-area files will be used to develop products using Geographic Information System (GIS) technology.	Internal	Approved follow-up with partners is being conducted to acquire required information.	The project has been delayed because required information (postal codes to define geographical areas) has not been received from some of the Working Group partners.
Regional Labour Market Information and Planning (Formerly called "Regional Training Needs Assessment") Information requirements of the Regional Employment, Training, and Educational Partnerships (RETEP) are being identified to incorporate into a database. The database is expected to be used as a tool for regional planners. The IT Branch will be responsible for project management and contracting for development work.		Under Review	This project is currently under review until further discussion takes place to identify the implications of the Provincial Training Strategy and the Federal Offer.

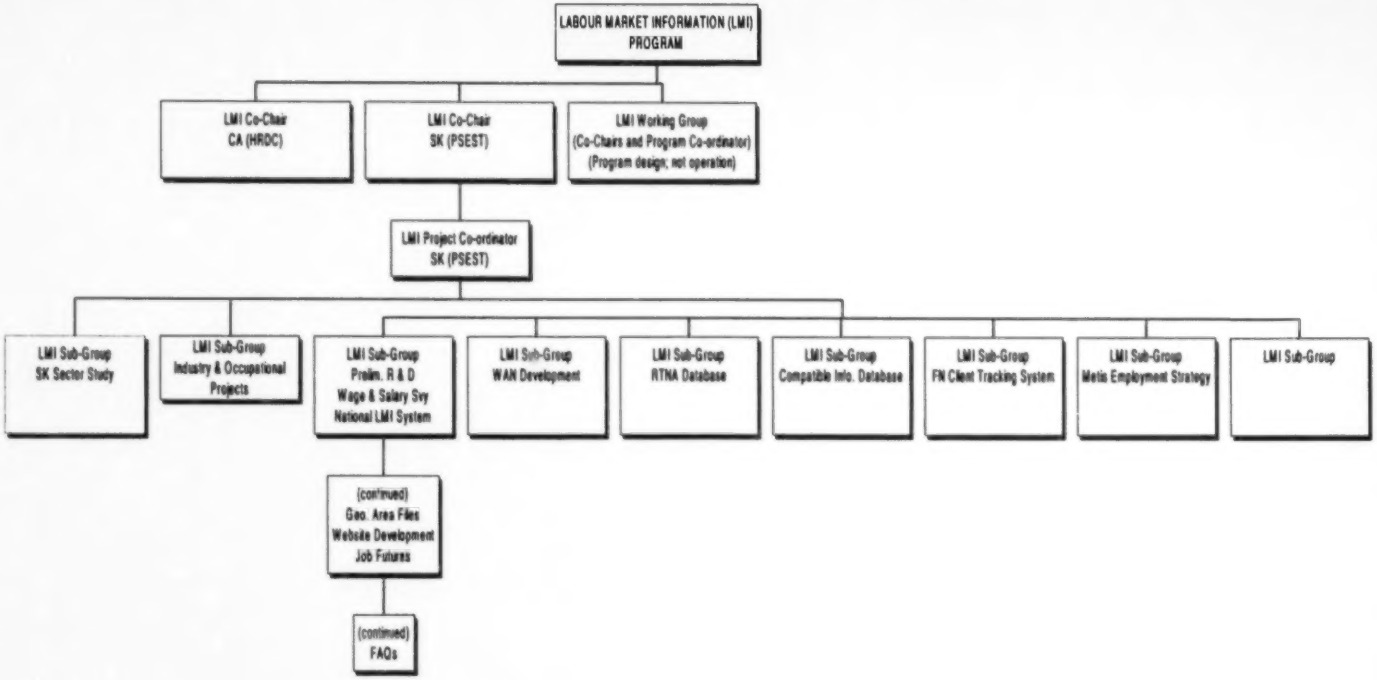
Project Title and Description	Contracted Value	Status as of July 31, 1997	Primary Timing Issues
Compatible Information Database An automated compatible information database that would include all student and program related information was planned (i.e. student enrolment and student outcome information). The objectives were to focus on standardised formats and common reporting criteria. Definitions (i.e. full-time student, certificate) were to be standardised to provide better comparison between educational institutes. A common student identifier was proposed to allow for better tracking of student mobility and education activities. The U of R, U of S, SIAST Institutes, Regional Colleges, Aboriginal institutions, and private vocational schools have been involved in the planning.		Under Review	The project is under review until further discussion takes place to identify the implications of the Provincial Training Strategy and the Federal Offer.

APPENDIX 2: ORGANIZATIONAL CHARTS ROLES AND RESPONSIBILITIES

STRATEGIC INITIATIVES (SI) PROGRAM
Organizational Chart


STRATEGIC INITIATIVES (SI) PROGRAM
STRATEGIC INITIATIVES (SI) Clerical Support For all SI Program Streams
STRATEGIC INITIATIVES (SI) Database Financial Coordinator For all SI Program Streams
STRATEGIC INITIATIVES (SI) Federal and Provincial Co-Chairs (CA) / (SK) Co-Chairs
Strategic Initiatives (SI) Communications Support
WORK/STUDY (W/S) PROGRAM
CAREER SERVICES (CS) PROGRAM
LABOUR MARKET INFORMATION (LMI) PROGRAM
EVALUATION
I.T. SUPPORT/ADVISORY GROUP
W/S Co-Chair CA (HRDC)
W/S Co-Chair SK (PSEST)
CS Co-Chair CA (HRDC)
CS Co-Chair SK (PSEST)
LMI Co-Chair CA (HRDC)
LMI Co-Chair SK (PSEST)
Evaluation Co-Chair CA (HRDC)
Evaluation Co-Chair SK (PSEST)
W/S Program Manager SK (PSEST)
CS Coordinator SK (PSEST)
LMI Coordinator SK (PSEST)
Calibre Consultants Inc. Project Manager
Project Officers (4)

LABOUR MARKET INFORMATION (LMI) PROGRAM
Organizational Chart


LABOUR MARKET INFORMATION (LMI) PROGRAM
LMI Co-Chair CA (HRDC)
LMI Co-Chair SK (PSEST)
LMI Working Group (Co-Chairs and Program Co-ordinator) (Program design; not operation)
LMI Project Co-ordinator SK (PSEST)
LMI Sub-Group SK Sector Study
LMI Sub-Group Industry & Occupational Projects
LMI Sub-Group Prelim. R & D Wage & Salary Svy National LMI System
LMI Sub-Group WAN Development
LMI Sub-Group RTNA Database
LMI Sub-Group Compatible Info. Database
LMI Sub-Group FN Client Tracking System
LMI Sub-Group Metis Employment Strategy
LMI Sub-Group
(continued) Geo. Area Files Website Development Job Futures
(continued) FAQs

Roles and Responsibilities

1. LMI Working Group

The LMI Working Group is composed of people from government departments and organisations that utilise LMI. Co-chairs from HRDC and PSEST were appointed to represent the federal and the provincial governments. Additional members include officials from Saskatchewan Economic and Co-operative Development (SECD), Saskatchewan Labour, New Careers Corporation, Saskatchewan Institute of Applied Science and Technology (SIAST), Saskatchewan Labour Force Development Board (SLFDB), Métis Employment and Training of Saskatchewan (MET), Regional Colleges and the Saskatchewan Indian Institute of Technology (SIIT).

Co-chairs of the LMI Initiative were responsible for co-ordinating, recommending and supporting LMI projects.

Working Group members had the following responsibilities:

- identify gaps in information most important to their organisation or constituents;
- propose projects to meet identified gaps; and
- provide considerable support in carrying out the projects.

2. LMI Sub-Groups

For each project, a committee consisting of volunteer Working Group members was formed to oversee its completion. At least one co-chair sat on each Sub-Group committee to assist in guiding the projects. The Sub-Groups performed the following tasks:

- determined specific project objectives;
- developed terms of reference with timelines to meet objectives;
- reviewed project proposals if the projects were tendered, and choose
- the contractor; and
- reviewed project reports.

3. LMI Staff and Contractors

A project co-ordinator was seconded from PSEST to oversee the administration and management of all LMI projects, and to keep the stakeholders updated. LMI professionals and consulting companies were contracted for several LMI projects. Although contractors or Working Group members managed LMI projects, the co-ordinator was still involved with all projects. The co-ordinator was supported by a shared administrative assistant. Prior experience in working with some of the stakeholders and a working knowledge of the LMI field and current LMI products contributed to effective co-ordination.

APPENDIX 3: QUESTIONS FOR EVALUATION FRAMEWORK

Labour Market Information

Relevance	Indicators	Methodologies
1. What was the process used to determine the social and economic need for the Labour Market Information program and individual projects?	Process used	Key informant interviews Document Review Needs Assessments
2. How have the labour force development needs of target groups been incorporated in the design of the Labour Market Information Program.	Participation of target groups in program design Design of program Participation of target groups in project identification Design of projects Opinions of target groups	Key informant interviews Document Review Program Description Project Descriptions
3. What types of innovations are the Labour Market Information projects expected to test?	Innovations incorporated in LMI projects	Key informant interviews Working group workshop Co-Chair workshop
4. How does the Labour Market Information program represent improvements in service to clients over alternative programs?	Opinions of employers Opinions of jobseekers Opinion of counsellors Opinions of other stakeholders	Key informant interviews Working group workshop Co-Chair workshop Jobseekers focus group Counsellor focus group Employer focus group Working group focus group

Program Design and Delivery	Indicators	Methodologies
1. Have any operational/legislative/regulatory/jurisdictional constraints been identified that impinge on the ability of the program to achieve its objectives? How were these handled?	Stakeholder opinions	Key informant interviews LMI Working Group Workshop Co-Chair Workshop
2. What are the strengths and weaknesses of the Labour Market Information Program's organizational structure?	Administrative policies and procedures Project selection process Reporting Structures Committees Roles and responsibilities of the various stakeholders Internal communication	Key informant interviews Document Review Policies & Procedures Workplan Working Group Workshop Co-Chair Workshop
3. How was the community informed about the Labour Market Information program? Was the external communication effective?	External communication Opinions of stakeholders	Key informant interviews
4. What measures are being taken for tracking, monitoring and assessing the projects? Are these adequate?	Tracking and monitoring procedures in place Opinions of stakeholders	Key informant interviews Working Group Workshop

Program Successes	Indicators	Methodologies
1. What types of partnerships have been developed through the Labour Market Information program?	Successes, partnerships experienced Challenges, partnerships experienced How the challenges were handled	Key informant interviews Working Group Workshop Co-Chair Workshop
2. How is the Labour Market Information program contributing to increased federal and provincial co-ordination and collaboration in labour force development? How does this represent an improvement over previous collaboration?	Changes in working environment How the program is contributing to a reduction in duplication	Key informant interviews Working Group Workshop Co-Chair Workshop
3. What successes in innovations have been experienced? What challenges have been experienced and how have the challenges been handled?	Opinions of stakeholders	Key informant interviews Working Group Workshop Co-Chair Workshop
4. How satisfied are stakeholders with the Labour Market Information products?	Opinions of stakeholders regarding completed projects	Key informant interviews Working Group Workshop Co-Chair Workshop Jobseekers focus group Counsellor focus group Employer focus group Working group focus group
5. Have the intended impacts of the Labour Market Information program been achieved?	Impacts on policy makers Impacts on employers Impacts on jobseekers Impacts on counsellors Impacts on trainers Impacts on other stakeholders	Key informant interviews Working Group Workshop Co-Chair Workshop Jobseekers focus group Counsellor focus group Employer focus group Working group focus group
6. What are the unintended impacts of the Labour Market Information program?	Impacts on policy makers Impacts on employers Impacts on jobseekers Impacts on counsellors Impacts on trainers Impacts on other stakeholders	Key informant interviews Working Group Workshop Co-Chair Workshop Jobseekers focus group Counsellor focus group Employer focus group Working group focus group

Program Cost Effectiveness	Indicators	Methodologies
1. How were the funding allocations determined? Are the allocations appropriate relative to the identified needs?	Process used Opinions of stakeholders	Key informant interviews
2. Is the Labour Market Information program model a cost-effective way of achieving program objectives?	Opinions of stakeholders	Key informant interviews Review and analysis of costs